



**Massachusetts Bay
Transportation Authority**

The RIDE Access Center (TRAC)

Procurement Recommendation for FMCB Approval

April 30, 2018



This presentation will cover:

- The role of a centralized control center in implementing The RIDE's vision
- TRAC service performance for the past four months
- TRAC's new RFR structure and contract enhancements
- TRAC's procurement process and its outcome
- A detailed recommendation to move forward with the selected vendor

FMCB action is required to authorize the execution of a contract with the proposed vendor scheduled to take over the existing center on June 1, 2018

THE RIDE'S VISION

A centralized control center is the foundation for all future improvements



- The MBTA continues to invest in **improving the accessibility of the fixed-route**
- No matter how accessible the fixed-route becomes, **some customers will always rely on The RIDE** as they are not able to use the fixed route all or some of the time due to nature of their disability
- The MBTA's goal is to create an **integrated paratransit system** that can most effectively **match a customer's abilities with the right mode, at the right time, in the right location**, resulting in the **same level of mobility for all users of public transit**
- To provide this mobility in a safe, customer-friendly, and efficient manner in the face of growing ridership and tightening operating budgets, the RIDE is focused on:
 - Enhancing its **operational structure**
 - Pioneering **new technologies**
 - Leveraging its vast array of data using **advanced analytics**, and
 - Making **continuous improvements**

CENTRALIZED CONTROL CENTER STRUCTURE

TRAC offers an integrated, customer focused approach and greater efficiency



LEGEND

RES: Reservations

SCH: Scheduling

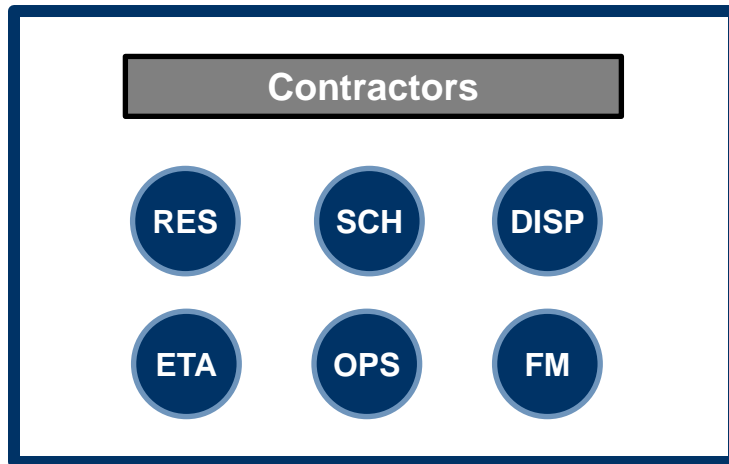
DISP: Dispatch

ETA: Arrival Time Messaging

OPS: Operations

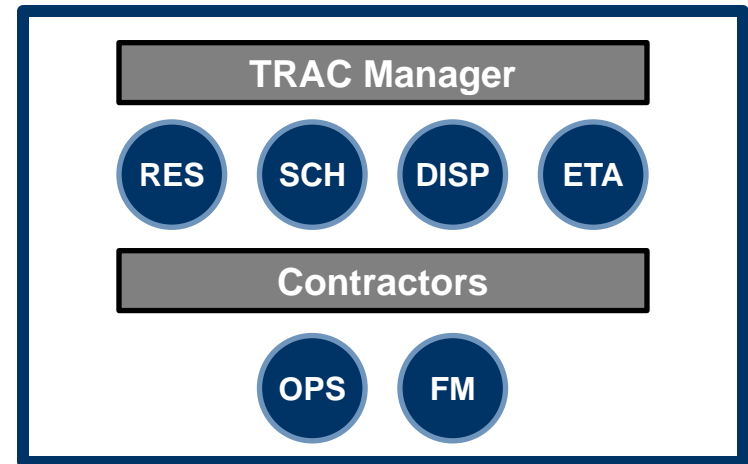
FM: Fleet Maintenance

Through FY 2017



- Model in place for 15+ years
- 3 independent turnkey operations
- Duplication of services across all providers
- High cost to MBTA

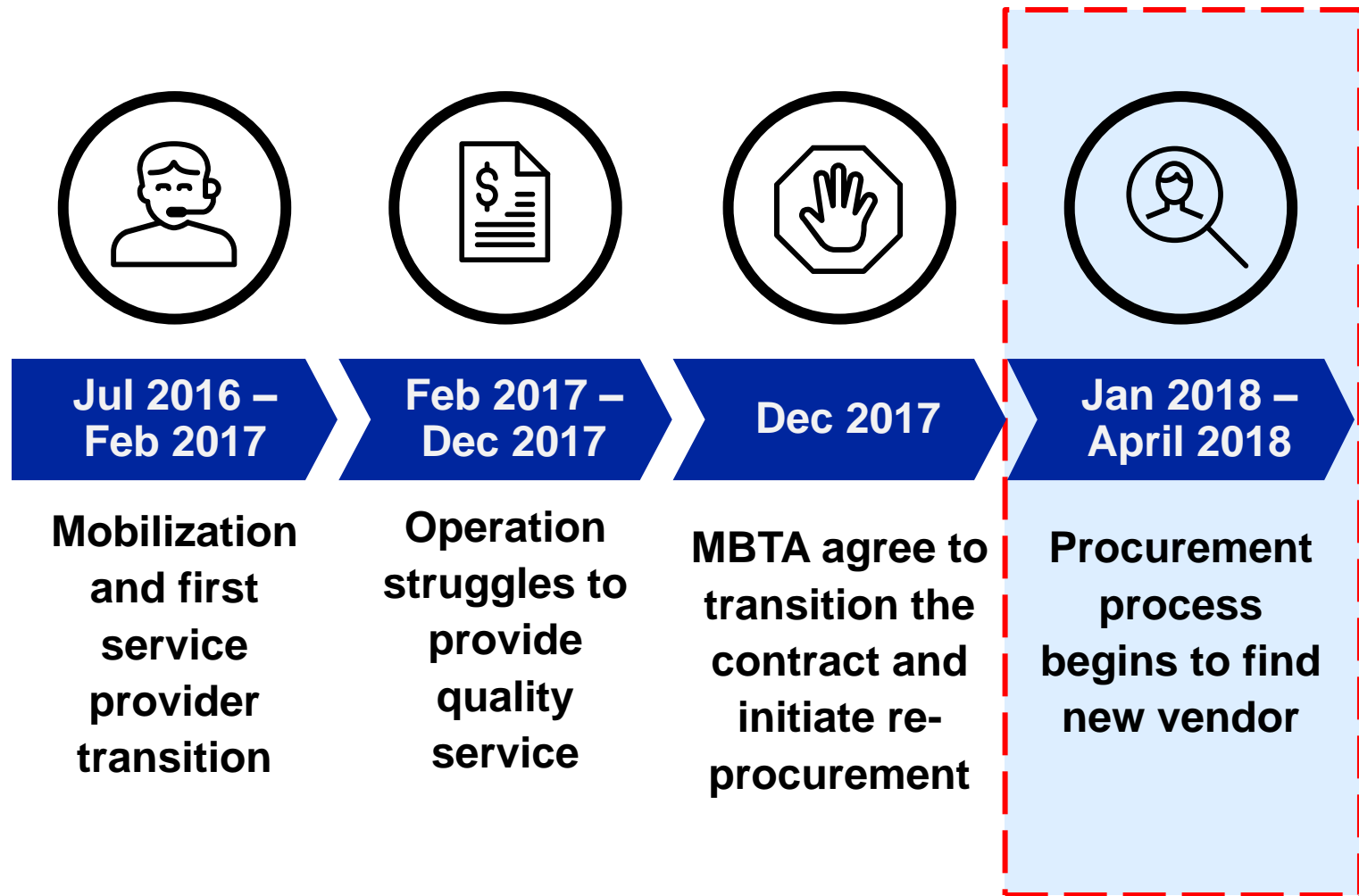
FY 2018 & Beyond



- All core operations centralized
- Provides single point to improve service and enable rapid innovation
- Helps ensure long-term sustainability of high quality service
- Allows for integration of Non-Dedicated Service Providers
- Improved productivity and reduce costs

STABILIZATION AND REPROCUREMENT

Focused on both stabilizing the service and procuring a new vendor

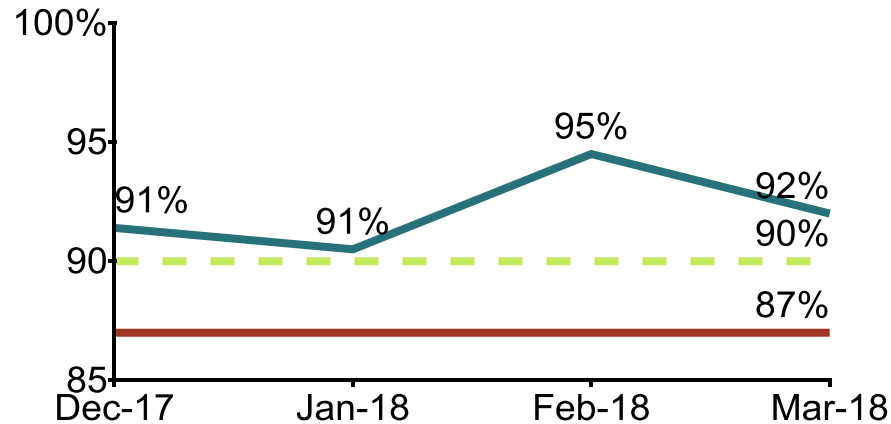


RIDE PERFORMANCE (LAST FOUR MONTHS)

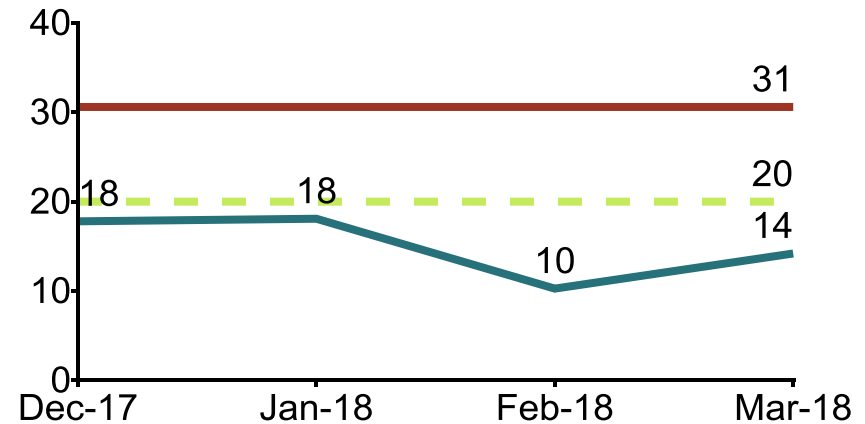
The RIDE has taken a leadership role to stabilize and improve TRAC service



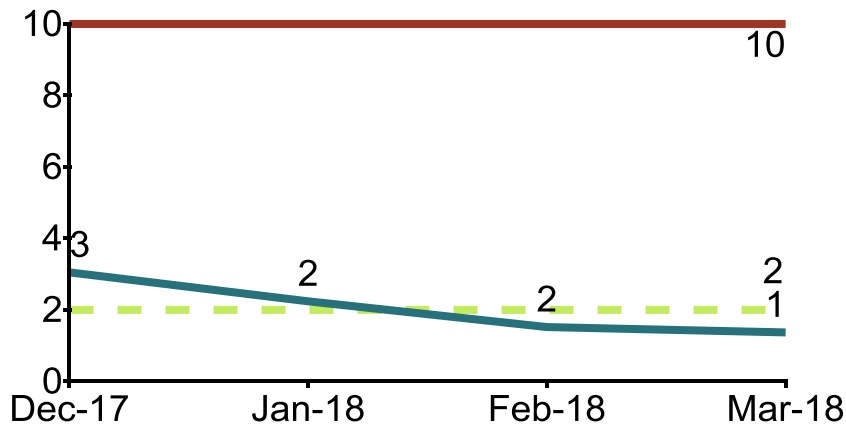
On Time Performance (% within 15 min)



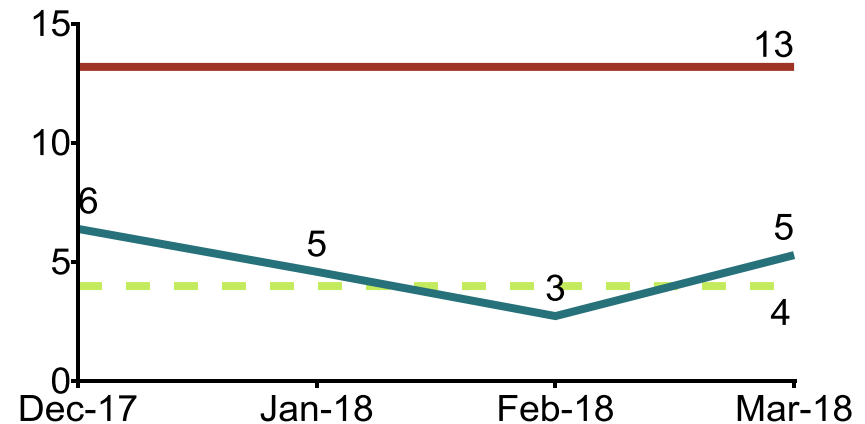
Pick-Up 30+ min Late per 1,000 Trips



Customer Issues per 1,000 Trips



Missed Trips per 1,000 Trips



--- Goal

— Last 4 Months

— Worst Performing Month in Past Year

TRAC REPROCUREMENT

A dedicated team has gone through a holistic redesign of the service



- ✓ **Community:** Engaged users and advocates to ensure model met needs
- ✓ **Technical:** Updated all requirements to clarify job at hand
- ✓ **Commercial:** Developed model to ensure proper incentives
- ✓ **Legal:** Included terms to mitigate risk and increase accountability
- ✓ **Competition:** Created competition by incorporating industry insights
- ✓ **Partner:** Adjusted selection criteria to select partner with past experience and shared long-term vision
- ✓ **Transition:** Prioritized importance of disruption-free and on-time
- ✓ **Execution:** Created internal structure to hold partner accountable

EVALUATION TEAM EXPERIENCE

Experts were engaged to ensure procurement and bidder quality



Evaluator Expertise

✓✗ Day to day RIDE operators

✗➔ Paratransit strategy and innovation managers

🛡️ Accessibility and fixed-route expert

📶❤️ Disability / customer advocacy leader

Subject Matter Areas of Expertise

👤 Call center expert with over 2 decades experience as a general manager of large contact centers

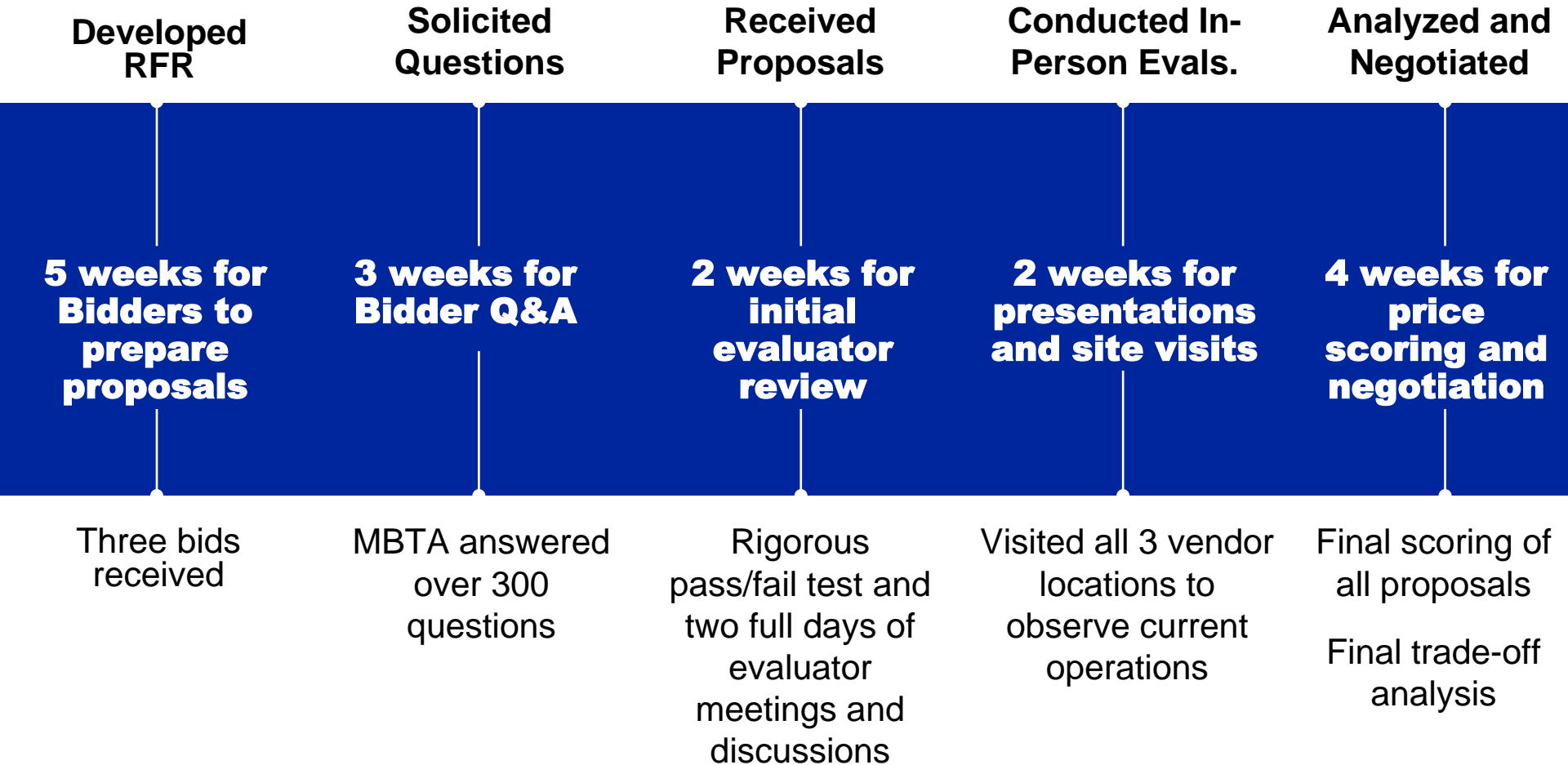
🔗 Paratransit and scheduling software experts with exceptional knowledge of MBTA system

📄💰 RIDE contract administrators

⚖️ Financial, legal, and procurement experts (internal and external)

EVALUATION PROCESS

The evaluation team completed a comprehensive evaluation process



MANAGEMENT RECOMMENDATION

A rigorous process produced a very strong candidate to take over TRAC



Using a best-value procurement, management recommends IntelliRide, a division of Transdev

- Ranked #1 in combined quantitative scores
 - Ranked #2 in technical evaluation (difference of less than 1/10 of a point)
 - Ranked #1 in pricing evaluation (in-line with independent cost estimate)
- Unanimous recommendation of entire selection committee
- Strong references provided by other transportation authorities

Scoring Comparison			
	National Express	Veterans Transportation	IntelliRide/Transdev
Technical	2.60	3.19	3.10
Price	2.60	1.50	4.90
Total	5.20	4.69	8.00

COST COMPARISON

Costs are in-line with MBTA expectations



Cost Comparison		
	Cost Estimate	IntelliRide/ Transdev
Total 5 Year Cost	\$58.9M	\$57.5M
Combined Option Years Cost	\$21.9M	\$23.1M
Total 7 Year Cost (options incl.)	\$80.8M	\$80.6M

Costs:

- Include all **labor, fringe, infrastructure** (including disaster recovery buildout and radio upgrades), **mobilization**, and **management fee** costs

Cost Estimate:

- Developed by third party **utilizing existing TRAC data, costs, and service metrics**. Includes **increases to wages and investments to enhance facility and service to customers**. 5 year cost estimate sensitivity analysis indicates a range from a low scenario of \$53.0M and a high scenario of \$63.5M

NATIONAL TRANSPORTATION EXPERIENCE

IntelliRide/Transdev is a national leader in transportation



- Extensive experience providing transportation across Massachusetts and the entire US
- 200 transit contracts which service over 400 million passenger trips
- Handles 13,000 calls per average weekday in over 30 cities
- Comprehensive technology toolkit that helps further enhance operations

PARATRANSIT EXPERIENCE

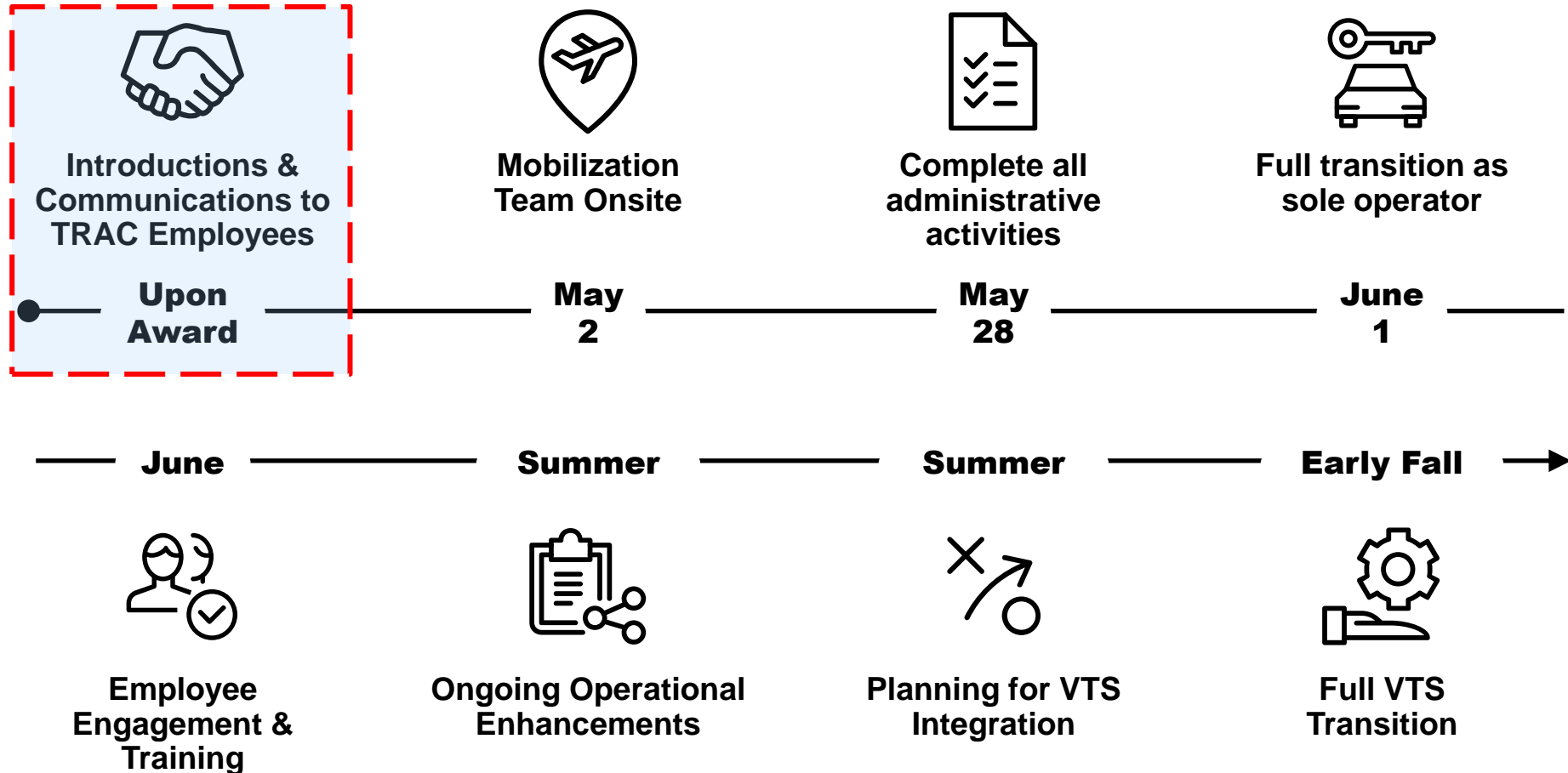
IntelliRide/Transdev has multiple ongoing paratransit operations



- Current contracts as a **service provider and a control center manager** for multiple authorities across the US
- Experience managing **similar large paratransit operation** in East Bay, CA
- Experience using **same dispatch and scheduling software** currently in place
- **Strong recommendations** from reference transportation authorities
- **Owns UDI**, the current TRAC Interactive Voice Response system
- Working relation with **Lyft as a Non-Dedicated Service Provider**

IMPLEMENTATION TIMELINE

A detailed timeline built in collaboration will guide implementation activities





1. *Transition Planning and Execution*

- Provide ongoing support and oversight throughout the transition
- Share the previously developed Veterans Transition Playbook to expedite planning

2. *Service Provider Governance*

- Assist in developing effective structures and procedures to partner with and govern the Service Providers

3. *Operational Improvements*

- Transfer knowledge and materials developed while improving operations

4. *Technology Enhancements*

- Share and co-develop technology roadmap to continue enhancements to customer service and system performance

The RIDE will assist IntelliRide/Transdev to successfully transition and implement its operational improvements



1. *Strong Contract Management Team*

- Restructured existing team to provide RIDE resource on-site on regular basis with deep operational expertise
- Adding a contract performance manager to supplement existing team with contract management and project management skills

2. *Robust Corporate Support*

- Secured enhanced resourcing for regular performance monitoring and on-site visits from the Business Intelligence Center of Excellence and Business Improvement Team, quarterly operations reviews, annual HR audits, annual IT performance evaluations, and quarterly meetings with Executive Vice President

3. *Ongoing Business Planning and Reviews*

- Instituting quarterly business reviews and yearly business planning meetings

4. *Robust Incentives and Penalties*

- Redesigned and enhanced to align incentives

**The RIDE will effectively manage and partner with
IntelliRide/Transdev over the long term**

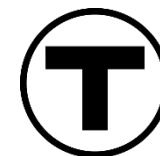


VOTED: That the Fiscal and Management Control Board (the “FMCB”) hereby authorizes the General Manager or his designee to execute a contract, on behalf of the Authority, with IntelliRide/Transdev Services, Inc. in the amount of \$57,453,197.28, in a form approved by the General Counsel, to provide and operate The RIDE Access Center for the period June 1, 2018 through June 30, 2023.

VOTED FURTHER: That the General Manager is hereby authorized to take any steps deemed necessary and appropriate, to extend the above-referenced contract pursuant to two one-year option periods described in said contract, that may be unilaterally exercised by the Authority, for the period July 1, 2023 through June 30, 2024, at an annual cost not to exceed \$11,405,166.67 for Option Year One and for the period July 1, 2024 through June 30, 2025 at an annual cost not to exceed \$11,699,040.81 for Option Year Two.



Penalties and incentives align vendor to key areas for MBTA and customers



A new model for stricter penalties and greater incentives to encourage a strong partnership and hold the new vendor accountable for performance in key areas

Penalties and Incentives

Category	Target Rate	Penalty/Incentive Value
Vehicle Utilization	78.0%	- \$7,500 (per 1% below target)
Productivity	Set Bi-Annually	+/- \$3,000 (per 1%)
16-30min Late per 1,000 Trips	60	- \$4.50 (per trip above target)
>30min Late per 1,000 Trips	20	- \$22.50 (per trip above target)
Missed Trips per 1,000 Trips	4	- \$67.50 (per trip above target)
Late Drop per 1,000 Trips	20	- \$22.50 (per trip above target)
CSL 80% in 90 sec (Reservations)	1 Day Pardon	- \$250 (per day)
CSL 80% in 45 sec (Dispatch)	1 Day Pardon	- \$250 (per day)
Issues per 1,000 Trips	2.0	- \$1,000 (per issue above target)
Budgeted Cost Performance	Set Annually	+ Under: 50% savings, - Over: full cost



Background

- TRAC is run by Global Contact Services (GCS) and will consolidate the reservations, scheduling, and dispatching of the three regional RIDE providers
- This consolidation will enable an improved customer experience and cost savings to the MBTA by eliminating Boston duplication, improving transfer efficiency, optimizing runs structures, eliminating service zones, and enabling the non-dedicated vehicle usage
- TRAC is currently 2/3 of the way through its implementation handling roughly 4,000 of the 7,000 daily trips
- Customers have voiced concerns regarding transitional challenges that have impacted their pick-ups/drop-offs and call center hold times
- The MBTA is working diligently to address these concerns

Next Steps

- Continue to implement key improvement initiatives
- Continue to hold GCS accountable by continuing regular in-person meetings and enforcing contractual penalties
- Conduct full evaluation of implementation
- Report on progress during FMCB meetings through the end of July



Additional actions are being taken to improve TRAC operations

- Added 2x weekly meetings with TRAC COO
- Hired Accenture as project managers
- Began rapid assessment of TRAC operations
- Continued investing in subject matter expert support
- Continued committing staff and leadership time

Next Steps

- Finalize Accenture evaluation of core TRAC operations
- Develop vendor transition timeline and select updated transition date
- Continue to monitor performance and hold vendors accountable
- Continue to implement key improvement initiatives
- Continue to collaborate with and collect feedback from the Taskforce and other stakeholders



- TRAC, managed by Global Contact Services (GCS), has already transitioned two of the three vendors and now handles roughly 4,000 of 7,000 daily trips for The RIDE
- The third vendor transition originally planned for 7/1 was postponed to 10/1 to prevent repeat issues experienced during prior transitions
- The 10/1 transition date was recently postponed again until at least 11/1 due to remaining open issues
- Additional time will allow operations to improve, and most importantly, will keep our customers from experiencing possible service degradation
- The MBTA will continue to work with GCS to improve operations and will closely monitor their progress as they close out remaining open issues



- Customers have continued to see poor performance in October
- While high-level performance has been somewhat similar to last year, 2016 performance had already recovered by mid-October
- On-time performance (OTP) continues to miss the 90% threshold
- Customer complaint levels are high
- Too many trips arrive more than 30 minutes late
- Number of customers experiencing missed trips remains higher than target
- Trips are down year over year, indicating a lack of confidence in the system
- System efficiency has not met expectations to date



Since the current performance of our vendor is not acceptable, the MBTA has taken the following actions to improve service for our customers:

- Close monitoring of GCS operations, including on-site presence
- Continued MBTA investment in staff/consultant support to improve operations
- Instituted daily calls with GCS' CEO to review performance and discuss upcoming improvements
- Continued postponement of Veterans Transportation transition into TRAC until TRAC performance improves
- Increased available hours to serve customers via new driver shifts bids by both GLSS and NEXT
 - GLSS' bid went into effect this weekend
 - NEXT's bid is being reworked based on driver feedback
- Work is under way to provide additional support via a pilot with taxi companies as well as a new RFP for ridesharing services



- A transition agreement was signed to move on from the current vendor and launch a new procurement
- The RIDE has worked to stabilize TRAC operations, with improvements to reliability and on-time performance for customer
- The team has fully re-developed the RFP, incorporating lessons learned from current operations and feedback from The RIDE Taskforce
- The new procurement was posted last Thursday, 1/18
- The selection process is expected to last through the spring, followed by a transition of services to the selected vendor
- In addition to performing reservations, scheduling, and dispatching, the new vendor will be expected to implement new technologies and operational best practices to reduce cost-to-serve and improve customer satisfaction